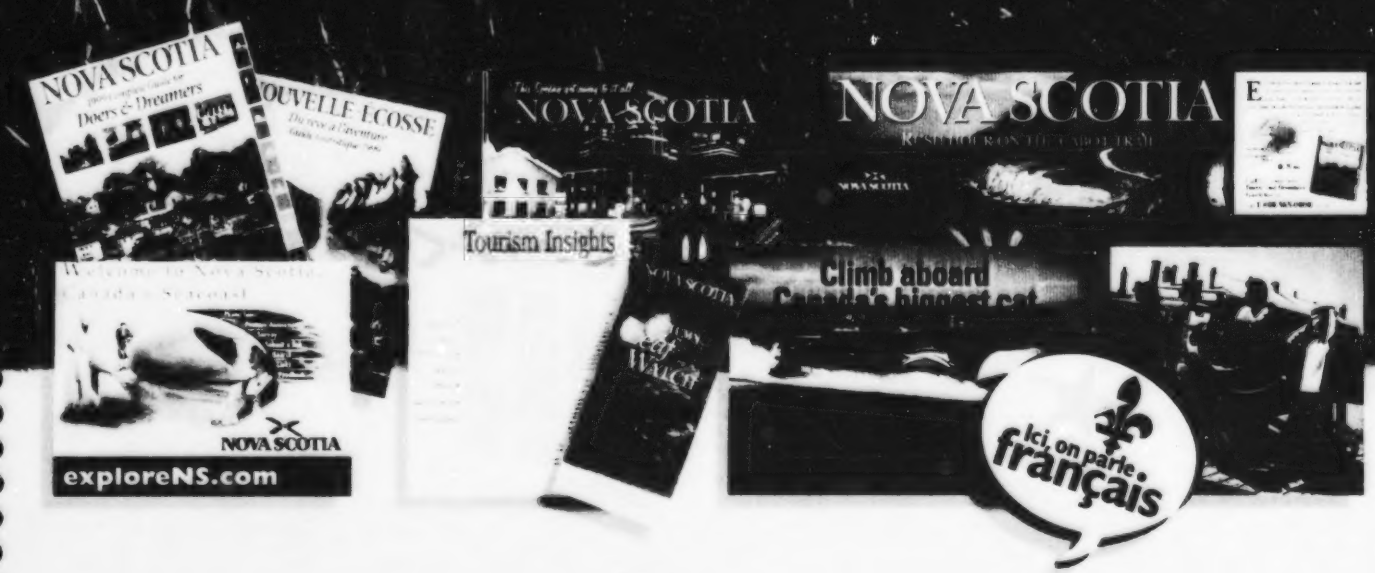
Realizing Nova Scotia's tourism potential for the benefit of all Nova Scotians



NOVA SCOTIA
Tourism Partnership
COUNCIL

REPORT CARD

100-06856/

Tourism Partnership Council
1999 Report Card

Our vision:

"Realize Nova Scotia's tourism potential as a world-class four-season destination for the benefit of all Nova Scotians"

"In short, nowhere in North America is there such an extraordinary combination of history, wilderness and surprise as in these beautiful, out-of-the-mainstream, thinly populated provinces. That's why they're such a fascinating place in which to be alive," wrote Harry Bruce *in the October '99 special collector's issue of* National Geographic Traveler *Magazine.*
The magazine chose the maritime provinces as one of the world's 50 greatest places.

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Nova Scotia Tourism Partnership Council activities have been extremely effective in contributing to the growth of tourism — a key economic sector that benefits all Nova Scotians.

A major objective in forming the Council was to enable the private sector to participate in decision making, to better integrate programming with private sector activities, and to drive visitation and revenue growth. The Council has many accomplishments to report. Highlights:

- Doubled the marketing programming budget in the first two years
- Developed marketing plans for the last two years through joint private-public committees. During that time, the industry has experienced record growth, with significant increases in road entries, air visitation and room sales reported. In 1999, our marketing plan aimed for 5 per cent growth in visitors and revenues. Revenues have climbed well beyond the $1.16 billion objective. Overall visitation is also up substantially from all core markets with the biggest ever increase in inquiries to Check In Nova Scotia.
- Increased the participation and investment in marketing partnerships by leveraging involvement of new partners and increased investment with existing partners.
- Supported regional tourism initiatives with the Destination Marketing Accords
- Supported travel trade activities with Wholesaler Accords
- Further developed partnership programs with the Atlantic Canada Tourism Partnership (ACTP) and the Canadian Tourism Commission (CTC) with more involvement of private sector.
- Secured private sector representation on all major CTC and ACTP committees
- Developed new benchmarks to monitor progress
- Initiated the development of an integrated marketing and product development five-year plan
- Initiated a basis for developing a strategic plan for product development using product/market match methodology based upon consumer research
- Developed a business case to support the investment of public funds in the tourism sector.

"Congratulations to Nova Scotia's Tourism Partnership Council and Department of Tourism and Culture staff for their many accomplishments in 1999."
Minister Rodney MacDonald
Department of Tourism and Culture

Read on to find out more about the Council's accomplishments and its plans for the future.

Chair's message

As Council Chair, it is my pleasure to outline what the Tourism Partnership Council has been able to accomplish in its first full year of operation. Together with industry operators and government, we're experiencing another year of phenomenal growth.

We've highlighted our achievements, including the results of the Council's 1999 marketing plan. While the marketing plan was the first priority of the council, our partnership is more than just marketing. Since November 1998, we've also undertaken activities with respect to product development, overall strategic direction, and completed a comprehensive Business Case which documents the economic importance of the Tourism sector. We've documented some of the accomplishments associated with these activities.

As was intended, our partners are contributing where best they can. The industry has significantly increased their financial investment in marketing programs. Industry contribution has also included a huge time commitment to the process, meeting room space and other in-kind contributions.

Government is supporting our activities through a budget for the tourism marketing and product development programs, as well as funding for administrative support. Staff with both the Marketing Division and Tourism Nova Scotia have provided invaluable support to our effort, and we thank them for their commitment.

Together our efforts are paying big dividends with double digit revenue growth experienced in 1999. It's our strongest year ever — strongest in terms of revenue and strongest in terms of the working relationship industry enjoys with government.

We trust you'll find this Report Card informative. We also hope you'll join us as we work to strengthen the tourism industry, including increasing resources and investment and further defining the council's role for the future.

Sincerely,

Doug Fawthrop
Chair, Tourism Partnership Council

"This Report Card outlines our performance during the past year. It's part of our efforts to be accountable to the many stakeholders we serve — from tourism operators, financial partners and associations throughout the province to the Government of Nova Scotia."
Doug Fawthrop

Minister's message

It's my pleasure to congratulate and thank the Nova Scotia Tourism Partnership Council on its first full year of operation. The council's commitment and dedication to strengthening the tourism industry of Nova Scotia is paying big dividends with record growth this year.

Our government has said that an intensive, sustained effort to promote tourism in Nova Scotia will benefit our economy many times over. We've reinforced our commitment to this industry by setting up a new department and establishing a separate budget to ensure the province maximizes the benefits tourism can bring.

This sector employs thousands of people, with jobs located in every town, village and city across the province. Opportunities to further develop the province's tourism strengths also enable community economic development to thrive. In addition, direct revenues to the province continue to grow every year as a result of tourism initiatives.

Tourism also brings new money into the provincial economy, with more than half of 1998's $1.1 billion representing export dollars. A strong tourism sector also encourages Nova Scotians to vacation at home, keeping their dollars working here.

Our new department has already made progress on a number of government priorities, including working with the Tourism Partnership Council to develop a plan that will build on Nova Scotia's reputation as a year-round world-class tourism destination.

I look forward to strengthening our relationship with the Council as we work together to grow tourism for the benefit of all Nova Scotians.

Sincerely,

Rodney MacDonald

Rodney MacDonald
Minister
Department of Tourism and Culture

What tourism means for Nova Scotia

-- The Business Case for Tourism

In 1999, we undertook a study to document the power of tourism as an economic growth engine in Nova Scotia. Here's what our study found:

"This study qualifies tourism as one of the best opportunities to strengthen the provincial economy." Gordon Phillips, partner, The Economic Planning Group of Canada

Tourism's worth

- Tourism is worth $47 billion in Canada supporting 1.4 million jobs
- Tourism jobs are quality jobs — in Canada some 42 per cent are full time and year round
- Canadian tourism revenues and Nova Scotia's grew by 25 per cent between 1988 and 1997 — faster than other industries
- 60 per cent of tourism revenues in Nova Scotia are export dollars, representing 8 per cent of the province's total export earnings
- Investments in marketing initiatives have a direct return to the province. A 1998 analysis of a $3.4 million investment in Nova Scotia advertising initiatives generated $56 million in additional revenues by visitors and supported an additional 1,698 jobs in the Nova Scotia economy. It also generated $5.1 in additional tax receipts for the province
- Nova Scotia has huge opportunity for tourism growth. In 1998, we welcomed over 2 million visitors while nearby Maine welcomed over 8 million visitors (1995).
- In 1998, 21 million dollars of public funds was directly invested in tourism development and marketing which generated 123 million dollars in provincial and municipal taxes.

Tourism's benefits

- Tourism revenues, benefits and jobs are spread throughout the province — in every town, city and village
- Tourism offers many opportunities for entrepreneurs, small business start ups, home grown businesses and rural businesses
- Tourism is non-consumptive and relatively clean and non-polluting
- Tourism creates jobs in small and medium-sized businesses, which are the backbone of our economy
- Tourism also fosters community and provincial pride and strengthens our international image.

Future potential

Nova Scotia has a strong base on which to build:

- We are a strong competitor in terms of visitor experiences we offer
- We have an excellent reputation
- We have a high level of repeat visitation — our visitors rate us highly
- We offer the types of experiences today's travellers are seeking — history, the outdoors, seacoasts, culture and friendly people
- Economic growth and prosperity will continue to feed the tourism industry
- Baby boomers will drive the tourism boom over the next 20 years
- The Internet is a powerful new tool for marketing and will increasingly entice more people to travel — and to travel more often.
- Future business investment opportunities will generally be more viable than they have been traditionally:
    - Tourism is gradually becoming a multi-seasonal industry in Nova Scotia
    - Levels of spending and yield are increasing — people are willing to pay more where there is value to be gained
    - Customers are more demanding of service and quality and this means more training for staff

What we need to do

- We need to increase our marketing and tourism development efforts
- We need to expand considerably to begin to move towards our real potential — our budgets and resources are modest and thinly spread
- The investment needs to come from both industry and government
- We need to work at expanding our capacity, improving the quality and competitiveness of our products and developing new ones
- We need to increase awareness of Nova Scotia as a travel destination.

"The Bras d'Or Lakes are my favourite landscape on the planet. Nestled into the rolling hills of Cape Breton, Nova Scotia, their pristine tidal waters reflect many centuries of Scottish culture, music and friendly people," wrote Gilbert Grosvenor, *National Geographic Society's chairman, in the October special collector's issue of* National Geographic Traveler Magazine. *The magazine chose the maritime provinces as one of the world's 50 greatest places.*

What we've done

Marketing Nova Scotia

More people than ever before are discovering Nova Scotia. They're choosing Nova Scotia as a destination because we're working together to bring them here, make them welcome and encourage them to come back again.

In 1999, our Marketing Committee delivered an aggressive tourism marketing plan that produced impressive results. A major focus for the committee continues to be the development of a five-year tourism strategy, while directing and approving yearly tourism marketing plans.

Committee Members

- Co-chair Doug Fawthrop, White Point Beach Resort
- Co-chair Michele McKenzie, Department of Tourism & Culture
- Jon Denman, Denex Group Inc.
- Victor Ferreira, Delta Hotels and Delta Halifax
- Michele Inglis, Landmark Vacations
- D. A. Landry, Enterprise Cape Breton Corporation
- Scott MacAulay, Inverary Resort
- Ella McQuinn, McQuinn & Company Marketing
- Brian Rodney, Best Western Mermaid and Capri Motels and Captain Kelley's Restaurant
- John Somers, Department of Tourism & Culture
- Hank Stackhouse, Delta Hotels and Delta Barrington
- Peggy Tibbo-Cameron, Ex-officio, Department of Tourism & Culture

"In 1999, our marketing plan aimed for 5 per cent growth in visitors and revenues. Revenues have climbed well beyond the $1.16 billion objective."
Victor Ferreira, Delta Hotels

The committee's plan aimed for 5 per cent year over year growth in overall tourism revenue, with a continued focus on:

- increasing overall visitation from key markets
- building stronger partnerships with the travel trade
- improving transportation access, and
- pursuing opportunities in developing markets.

In developing the overall strategy, the Council took into account extensive customer research, including results from focus groups and quantitative research in key markets, conversion studies to determine the effectiveness of ad campaigns and visitor exit surveys. Industry input on the strategy was also provided from a wide range of stakeholders through a series of workshops held across the province.

A survey was also mailed out to more than 1,600 operators, one-on-one meetings were held with major partners and specific industry proposals were reviewed.

Based on this input, the Council focused on key markets of Atlantic Canada (Nova Scotia), as well as Quebec, Ontario, New England, the Mid-Atlantic States and Europe. There was also some activity in Western Canada, the South-Atlantic and Mid-Western States, California and Japan.

"By leveraging private and public sector dollars, we were successful in increasing the amount of investment made in marketing programs last year."
Ella McQuinn, McQuinn and Company Marketing

The plan featured a number of new initiatives, including:

- increased budget for marketing efforts in Quebec
- new literature, including a French-language travel guide for Francophone customers in New Brunswick and Quebec
- higher volume for direct mail campaigns in key markets
- a new travel trade strategy and tour operator program
- in-province promotional activities targeted at visitors
- new partnership initiatives with the Atlantic Canada Tourism Partnership (ACTP) and Atlantic Canada Opportunities Agency (ACOA).
- advertising that made use of bold imagery, and
- a continuing emphasis on Atlantic Canada for season extension.

A range of activities were undertaken to deliver Nova Scotia's message to customers — from one-on-one interaction through travel shows and fam tours to mass and targeted communications through advertising and direct mail. Market and customer research, along with literature and communications are also part of the mix, which is customized for each market.

The plan was a multi-million dollar endeavour and the Council worked with partners for further investment. By leveraging private and public sector dollars, we were successful in increasing the amount of investment made in marketing programs last year. "In kind" contributions by industry were also a significant factor.

And now for a look at how those initiatives measured up:

- We increased focus on Quebec where our investment paid big dividends.
    - Marketing efforts targeting francophone Quebecers have generated a 148 per cent increase in inquiries from this relatively new market for Nova Scotia.
    - Production of the province's first French-language travel guide played a major role in converting these inquiries into visits.

- We increased the use of direct mail and database marketing programs which led to significant increases in tourism literature requests over the year before.

- Overall ad-generated inquiries for Nova Scotia information in 1999 reached a staggering 223,000. That's an 80 per cent increase over 1998.

- We also expanded the Virtual Nova Scotia web site to meet increasing use of the Internet by potential visitors and this too has helped fuel the increase in inquiries. The result was a 98 per cent jump in inquiries over 1998 with over 43,000 inquiries.

- On the advertising side, we made use of bold imagery that captures those things that motivate people to travel to Nova Scotia. We used our strongest images to establish and reinforce a Nova Scotia identity in key geographic markets.

- We started early with a television advertising campaign done in cooperation with the Olands Specialty Beer Company and the Economic Diversification Agreement (EDA) funded 'Years of Music Program'. The commercial sent a compelling cultural tourism message to a national audience during the East Coast Music Awards held in February. The ads generated 19,000 inquiries.

- We undertook a broad scope of partnership activities, including leveraging Atlantic Canada Tourism Partnership dollars to promote Nova Scotia in the U.S, and the year's biggest Canadian tourism industry promotional event in North America, with "The Cat" in Boston.

This high profile event with Bay Ferries Ltd. in May attracted 18,000 potential visitors to the high-speed catamaran ferry and its floating Nova Scotia travel show during a visit to Boston's Charlestown Naval Yard. It presents an excellent example of how we're partnering with other government agencies and a private sector operator to promote Nova Scotia.

"We participated in the coupon campaign in June here at Jubilee Cottage and the big thing it did was help us put Wallace on the map and Jubilee Cottage because our bookings were up by about 15 per cent." Daphne Dominey, commenting on our Vacation Ideas Booklet.

"The idea (Cat promotion in Boston) was a brilliant one. Look how many people you've got here. And I'm delighted to get this material because I think we'll go this summer." A visitor to the Cat promotion in Boston

- With the Atlantic Canada Tourism Partnership, we also hosted more than fourteen hundred delegates including international travel buyers in May at Rendez-vous Canada in Halifax.

  The show resulted in $350 million in signed deals between Canadian operators and foreign and domestic buyers. The host committee was praised for an outstanding job.

- On the literature fulfilment front, we produced 550,000 copies of the Doers and Dreamers Guide — the principle vehicle for closing the sale, lengthening the stay in the province, and servicing the customer. An additional 200,000 copies of the guide were printed to satisfy demands.

- We also introduced an in-province point-of-sale program to increase the length of stay and expenditures of visitors. Specially designed literature kiosks were produced and placed in non-traditional venues across Nova Scotia, including grocery stores, Liquor Stores, attractions, service stations, accommodations and restaurants.

- More activities were undertaken to help promote fall travel. A Fall Vacation Value Book, developed with operators throughout the province, was distributed to more than 300,000 households in the Maritime provinces and was available at information kiosks, visitor information centres and provincial museums across Nova Scotia.

- New television commercials ran in Atlantic Canada while print advertisements in Ontario and New England were in the market in mid- to late August. The province also partnered with Prince of Fundy Cruises on a fall direct-mail campaign in New England.

- Other marketing initiatives were undertaken to promote travel during the winter months including winter shopping packages under the province's air accord program with Icelandair.

- As well, many tourism operators along Nova Scotia's south shore joined together to produce a "Go South" winter, spring and fall guide to promote travel. The guide featured everything from hiking and cross-country skiing at Kejimkujik National Park and strolling along the shore's many beaches to touring historic towns and booking a weekend getaway at one of many accommodations that are open year-round.

"It's a thousand times better than anything I've ever seen. It really is excellent ... and comprehensive. Visitor Richard R. Stanton, Maryland, commenting on the province's Doers and Dreamers Guide

"Our fall direct-mail campaign with Prince of Fundy Cruises is another example of a successful partnership we have in place with the Canadian Tourism Commission and a private sector operator. We look forward to strengthening these ties in the upcoming year." Michele McKenzie, Executive Director, Marketing, with Tourism and Culture

- The province also supported initiatives by Halifax Regional Municipality to market "the entertainment season"outside the peak season. The Winter 1999 campaign included a passport to entertainment with coupons, an entertainment guide and newspaper and radio promotions.

- Our editorial and media program also reached more than 300 million people, worth an estimated $43 million in editorial impact.

"Nova Scotia has great experiences to offer visitors in every season. The experience may be different in winter, but there's still a lot to see and do. There's also more capacity and the rates are better."
Doug Fawthrop, White Point Beach Resort

Measuring the success of our marketing efforts

Each year we conduct conversion studies to measure how effective our campaigns are in bringing people into the province. A random sample of people who responded to ads are contacted by phone to determine: whether they visited Nova Scotia; what role advertising played in their decision and how much time they spent in the province. This information is then used to calculate the percentage of inquirers who were influenced by advertising to visit Nova Scotia. We also ask people how much money they spend while they are here, and we use the information to estimate the economic impact of our marketing dollars.

To date, data has been collected for most components of the 1999 conversion study. And while the study is not yet complete, we're headed for an increase in advertising generated revenues compared to last year. In 1997, at least $70 million of the $1.1 billion in tourism revenues were directly tied to the province's tourism advertising programs alone.

"In 1997, at least $70 million of the $1.1 billion in tourism revenues were directly tied to the province's tourism advertising programs alone." Michele McKenzie, Executive Director, Marketing, Department of Tourism & Culture

In May 1999, the results of three major air accords (marketing partnerships) with airlines servicing Nova Scotia from Europe in 1998 were also released. The results of the agreement activities are measured only on the routes covered by the agreements and are as follows:

- There were 10,200 visitors from Germany in 1998, an increase of 98% (5,000) from the 1996 baseline; 8,500 from the U.K., an increase of 52% (2,900) from 1996 and; 6,500 visitors from Other Europe (Netherlands, Scandinavia, Iceland), an increase of 60% (2,100) over the 1996 baseline;

- Total tourism expenditures were $21,890,000. with $8,320,000. spent by visitors from Germany, $7,550,000. from the U.K. and $6,020,000. from other European visitors;

- The incremental tourism expenditure from the 1996 baseline was $14,400,000. Based on a provincial expenditure of $613,000. the resulting return for every $1.00 of marketing investment was $23.49 in tourism receipts, $3.39 in HST ($1.82 provincial, $1.57 federal) and $.91 in income tax;

- The visitors travelled throughout Nova Scotia — among other places 50% visited Peggy's Cove, 48% the Cabot Trail, 26% Lunenburg, 23% Sherbrooke Village and 19% visited Port Royal.

Strength in Partnership

We continue to work with partners to grow the tourism industry in Nova Scotia - from transportation carriers to other government agencies to tour wholesalers, Regional Tourism Associations and industry operators throughout the province. Overriding our partnership approach are several operating principles, which include the need to be strategic and to measure activities.

Partnerships enable us to improve visitor experiences through product development initiatives; increase our marketing power and impact by leveraging partnership dollars; penetrate travel trade channels including tour operators and wholesalers, and meet market needs for vacation packaging, information and awareness about all that Nova Scotia has to offer. We're also responding to industry demands for partnership opportunities in key markets.

"Both Nova Scotia and Icelandair have invested a significant amount of money into promoting Nova Scotia as a destination in European markets, and we're seeing a return on that investment. With this one decision to increase capacity, we estimate an increase in tourism expenditures of between $1.2 and $1.4 million dollars."
Hank Stackhouse, Delta Hotels Atlantic Canada

Partnership highlights

- 1999 marked the second year of a partnership with Bay Ferries to take advantage of the new "fast-ferry" catamaran service. We joined forces to attract day-trippers who were already vacationing in Maine as well as promoted the "new" nearness to N.S. from New England and southern Ontario markets through the U.S. auto route.

- We also worked with our airline partners, including Air Canada to develop the United Kingdom and Germany markets; Icelandair to develop the United Kingdom, Germany and the nordic countries markets; and Canada 3000 to develop the Germany, United Kingdom and western Canada marketplaces. During August, 1999, a short term program with Royal Airlines operated for a 4 week period in the Toronto market to strengthen the Toronto - Sydney air route. Our partnership with Icelandair also resulted in increased capacity during the months of August and September, connecting Germany and Scandinavia to Halifax.

- The accords are supported by a public/private sector committee consisting of tourism, trade and airport interests. Tourism programs have been underway for two years, already resulting in over $20,000,000. in increased visitor spending, creating 326 direct and 124 indirect jobs and contributing almost $3,000,000. in GST.

Air Accord Program

- **An Air Access Committee** manages the Air Accord Program. Members include:
  - Chair, Hank Stackhouse, Delta Barrington Hotel
  - Greg Bent, Department of Economic Development
  - Doug Fawthrop, White Point Beach Resort
  - Brad Hodgins, Department of Economic Development
  - Fraser Howell, Yarmouth Airport Commission
  - David Jones,, Department of Tourism & Culture
  - Eric Mullen, Canadvac Travel Services
  - Jerry Staples, Transport Canada
  - Bill MacDonald, Atlantic Canada Opportunities Agency
  - Colin MacDonald, Clearwater Lobsters
  - Larry MacPherson , Sydney Airport Authority
  - Michele McKenzie, Department of Tourism & Culture
  - David Oxner, Department of Tourism & Culture
  - Gordon Stewart, Terelle Management Inc.
  - Denis Rogers, Halifax International Airport Authority
  - Lew Rogers, Halifax Regional Municipality
  - Rick Young, Department of Tourism & Culture
  - Sally Christie, Provincial Air Accord Coordinator

- The Air Access Committee operates under the principle that air transportation opens Nova Scotia to the world for tourism, trade and investment purposes. Its mandate is to provide direction with respect to the content and implementation of marketing agreements held with the various airlines. Intrinsic to this mandate is the linking of the agreement activities to the broader provincial marketing program, the involvement of the private sector in these activities, the measurement of the results and the reporting of the results to the tourism industry on a periodic basis.

Tour Operator Partnership Program

- We also have accords in place with tour operators and wholesalers that offer Nova Scotia products for sale. In 1999, 22 tour operators received support under our **Tour Operator Partnership Program**. Funding was used to support attendance at trade shows, advertising in strategic publications and familiarization tour and marketing support. The program uses the following criteria to qualify participants in the program:
  - For Trade Show Activities - Shows must fall in our core markets; those that the Marketing Division attend are not eligible for support, and shows in regional market (Nova Scotia) are not eligible for support.

"Tour operators are a critical marketing channel, especially in places where consumers are less familiar with Nova Scotia. This program is designed to strengthen these critical links." Pat Lyall with Delta Hotels

- Advertising - Ads in provincially supported publications (Doers & Dreamers Travel Guide, Atlantic Canada Tour Planner and Meeting & Convention Planner) are not eligible for support, details of advertising program must be presented before support is offered and tear sheets must be provided with invoices.
- Fam Tour Program - The following formula is used to determine the amount of support given for fam tours: $50.00 per person, per day. Details of fam tours need to be presented before support is offered.
- Report and Evaluation- A quarterly activity report must be submitted by all operators who receive funding. A final evaluation will be in place (developed by the Marketing Division of the Department of Tourism and Culture). This form must be completed and returned for an operator to receive support.
- Timely Submission of Invoices - All invoices must be submitted to the Marketing Division of the Department of Tourism and Culture by March 31, 2000.

- **A Tour Operator Partnership Program Task Force** evaluates proposals from tour operators. Members include:
  - Pauline Chenard, Tourism Hospitality Services
  - Pat Lyall, Delta Hotels
  - Ella McQuinn, McQuinn & Co. Marketing
  - Cindy Wade, Department of Tourism & Culture
  - Minto Stewart, Department of Tourism & Culture

Destination Marketing Program

- We also worked with many partners under the **Destination Marketing Program.** This $400,000. program, in partnership with local tourism associations, provides many smaller operators with an opportunity to join together to attract visitors to their regions. For example, the Destination Marketing Program can also be used to support regional festivals and events.
- General eligibility criteria for the Destination Marketing Program:
  - A marketing plan must accompany each project proposal.
  - Funding support is only available to destination marketing initiatives
  - Marketing activities must include a minimum of 50% private sector financial support (please note, for Categories B and C, "in-kind" support is not eligible as part of 50% private sector contribution)

- Projects must not include other provincial government funding (anti-stacking)
  - Project activities must complement provincial tourism marketing strategy
  - Projects must include quantifiable objectives and a plan for evaluation
  - Where appropriate creative must be submitted for approval prior to final production
  - All projects supported under the program should include Nova Scotia visual identification and/or credit Tourism and Culture support.

- **A Destination Marketing Committee** manages the Destination Marketing Program. Members include:
  - Bill Hay, Chair, Mastodon Ridge & Showcase Nova Scotia
  - Lynne Perry, South Shore Tourism Association
  - Patricia Lynch, Department of Tourism & Culture

  - A limited portion of the funds have not been allocated and applications are still being reviewed by the Committee for the 1999/2000 Destination Marketing Program. To date projects supported by the program include Halifax's 2000 Entertainment Season, the Northumberland Strait Marketing Campaign and a Marketing Program initiated by the Nova Scotia Professional Theatre Alliance. All proposals to the program must be received by the Destination Marketing Committee by December 17, 1999.

"This program responds to the needs of communities. It offers destinations throughout Nova Scotia an opportunity to join forces in order to attract visitors to specific areas of the province and to keep those visitors in communities longer." Lynne Perry, South Shore Tourism Association

Other Partnerships

- We also pursued ongoing partnerships with the Canadian Tourism Commission, the Atlantic Canada Tourism Partnership, Atlantic Canada Opportunities Agency and Enterprise Cape Breton Corporation, with numerous joint initiatives undertaken to build Nova Scotia's reputation as a world-class, four-season destination.

- For example, in Europe, we undertook partnerships with the Canadian Tourism Commission and the other Atlantic Provinces to market Atlantic Canada in the UK and Germany.

- In the South-Atlantic and Mid-Western States, a number of joint marketing efforts with key partners were pursued. For example, we're working with New Brunswick to increase awareness of the Bay of Fundy as a phenomenal destination with pre-eminent touring and outdoor opportunities. Focus groups were conducted in Atlanta and Tampa. The program will be implemented with the cooperation of

the Bay of Fundy Product Club which is comprised of interested organizations and businesses surrounding the Bay of Fundy. The Club operates with funding support from the Canadian Tourism Commission, and is acting as the proponent with Atlantic Canada Opportunities Agency for the joint marketing initiative between Nova Scotia and New Brunswick.

- We also have operator partnerships in place. They are open to a wide scope of operators and include travel guide advertising, co-operative advertising, direct mail and fulfillment opportunities and familiarization (fam) tours. In terms of Fam tours alone, every dollar the province invests is matched four times over by industry. The partnership program for industry operators differs according to market.
  - In Atlantic Canada, partnership opportunities including Destination Marketing Accords, Spring, Summer and Fall Vacation Idea Books, and the Festivals and Event Digest.
  - In Ontario, partnership opportunities include Toronto Star Newspaper impact sections.
  - In New England and the Mid-Atlantic States, partnership opportunities including Yankee Magazine and Boston Globe newspaper impact sections.
  - In Quebec, partnership opportunities included participation in the "Ici, on parle francais," program, and our French travel guide du réve à l'Adventure Guide touristique.

"In terms of Fam tours alone, every dollar the province invests is matched four times over by industry."
Doug Fawthrop, White Point Beach Resort

Now that the 2000 plan is well in hand, the Marketing Committee will work on an evaluation summary of 1999 activities. A new task force will then be struck to begin developing the 2001 plan and components.

Product Development

We're not just about marketing. Our Product Development Committee is working to ensure the competitiveness and market readiness of Nova Scotia's key products, destinations and attractions. The committee also facilitates a supportive environment which encourages the development of high quality tourism products.

Members

- Co-chair Bill Hay, Mastodon Ridge
- Co-chair David Oxner, Department of Tourism & Culture
- Peggy Anderson, Kidston Landing
- Bruce Anderson, Bell Bay Golf Club
- Doug Fawthrop, White Point Beach Resort
- Lou Leith, Budget Car and Truck Rental
- Pat Nelder, Cape Breton Lake Charters
- David Ross, Department of Tourism & Culture
- Peggy Tibbo-Cameron, Ex-officio, Department of Tourism & Culture

This program "sends a strong message to all francophones who visit our beautiful province, that they are very welcome, and that we will do our utmost to accommodate them in their own language." Jim Aucoin, executive director of Fédération acadienne de la Novelle-Écosse on the 'Ici, on parle francais program.

1999 Achievements

- We introduced an "Ici, on parle francais" pilot program designed to enhance customer service through the identification and promotion of tourism businesses that provide French service to Francophone visitors. Approximately 100 businesses are currently participating, and preliminary evaluations have indicated positive results.

- A number of fall activities were also undertaken, including the Autumn Leaf Watch program. A network of volunteer leaf watchers, naturalists and field biologists throughout the province provided weekly updates on fall colour in late September and for the month of October. Residents and visitors from anywhere in North America could call for the timely information while making travel plans.
    - The program, developed by the Department of Tourism and Culture and co-ordinated by the Nova Scotia Museum of Natural History also included a fall foliage brochure available at information kiosks, visitor information centres and provincial museums around the province. A fall webpage (http://explore.gov.ns.ca/leaf) on the province's tourism site was also part of the program. 1999 was the second year for the Autumn Leaf Watch Program, with substantial industry support.

"We're pleased to see the program continue. Our members have long identified the potential to extend the tourism season by motivating visitors to come to Nova Scotia to view our beautiful bounty of colour." Judith Cabrita, TIANS on the Leaf Watch Program

- The Product Development Committee also initiated a major study to prioritize Nova Scotia's most competitive tourism products based on product and market readiness criteria. The **Product Market Match Study** looked at the tourism products that Nova Scotia has to offer visitors and from a consumer perspective and marketing potential, ranking them according to their ability to motivate travel. It's an inventory that identities what experiences have the most potential from the customers' viewpoint and our competitive position relative to offering that experience. This initiative will be the foundation for strategically focussing and prioritizing provincial and regional tourism products in establishing a Nova Scotia Product Development Strategy.

"We needed to get a clearer understanding of the key tourism products Nova Scotia should be further enhancing and taking to market. In other words, as the 1996 Strategy for Tourism says — to identify the right products for the right markets. This study does that and we'll be using the results to focus our activities."
Bill Hay, Mastodon Ridge

- **A Product Market Match Study Task Force** is advising and overseeing the progress of the product/market match analysis. Members include:
  - Bill Hay, Mastodon Ridge and Showcase Nova Scotia
  - Don Mingo, The Mingo Group
  - Glen MacDonald, Dundee Resort and Golf Course
  - Mart Johanson, Parks Canada
  - Rob MacDonald, Atlantic Canada Opportunities Agency
  - D.A. Landry, Entreprise Cape Breton Corporation
  - Candace Stevenson, Department of Tourism and Culture
  - Peggy Anderson, Kidston Landing
  - Lou Leith, Budget Car and Truck Rental
  - David Ross, Department of Tourism and Culture
  - John Somers, Department of Tourism and Culture

- The committee initiated the study because it recognized that not all tourism products in Nova Scotia are market-ready and are of varying appeal in the marketplace. While there have been various individual tourism product studies conducted in Nova Scotia over the past few years, there has not been an effort to collectively prioritize and rank the province's tourism products.

- The specific objective of the Product Market Match Study was to assess Nova Scotia's tourism products by consolidating existing market and product research, providing a basis for scoring and ranking tourism products on both product and market criteria. These products were ranked for the province and for sub-regions within the province.

- In addition to this assessment and research consolidation, the process identified information and research gaps, emerging products for future development consideration in Nova Scotia, and key infrastructure needs as well as the most pressing product development needs within each product category.

- The Product-Market Match Model created as part of this study provides a tool which will assist the province, regional organizations and the tourism industry in preparing product development strategies and in setting priorities. It will also provide a valuable framework on which to base discussion about product development, both at the provincial and regional level. The Model is designed to be updated as new market data and insights become available, and also to be "fine-tuned" to reflect different provincial and regional priorities. It should be viewed as an evolving, work-in-progress, not as a final, "written-in-stone" product.

The committee has also been active on other fronts, including

- Bay of Fundy Product Club
- Canadian Tourism Commission discussions on product development
- Need for package development
- Coastal access

Future objectives of the committee include developing a provincial product development strategy that encourages and directs tourism development efforts and resources to priority tourism development opportunities. The committee will also assist with the communication and evaluation of tourism development initiatives being delivered through Tourism Nova Scotia.

Vision

We also have a Vision Committee that incorporates both long-term strategic planning for the council, and marketing and product development planning for the tourism industry.

Members

- Chair, Paul Stackhouse, Holiday Inn Harbourview
- Bruce Anderson, Bell Bay Golf Club
- Judith Cabrita, Tourism Industry Association of Nova Scotia
- Stephen Coyle, Department of Tourism & Culture
- Doug Fawthrop, White Point Beach Resort
- Robert MacDonald, Atlantic Canada Opportunities Agency
- Michele McKenzie, Department of Tourism & Culture
- David Oxner, Department of Tourism & Culture
- John Somers, Department of Tourism & Culture
- Gordon Stewart, Voluntary Planning
- Karl Webb, Havenside Bed and Breakfast
- Peggy Tibbo-Cameron, Ex-Officio, Department of Tourism & Culture

"We need a long term plan that will guide our future direction. We'll be using the 1996 Strategy for Tourism as the base for developing the 2000 version of this Strategy."
Paul Stackhouse, Holiday Inn Harbourview

1999 Achievements

- Developed a strategic planning process that involves establishing benchmarks in a number of key result areas, then defining realistic and measurable goals (short, medium and long term) relative to each of the benchmarks. Once the goals are established, a strategic plan can be developed.

- Convened a "Think Tank" involving the council and other industry visionaries to assist in the process of identifying what benchmarks would be needed.

- Identified five key result areas, namely Growth, Quality, Capacity, Marketing Efficiency and Business Environment. Indicators are now being defined before benchmarks can be established.

- Oversaw the development of a Business Case to document the power of tourism as an economic growth engine in Nova Scotia, with results reported on page five of this document.

Future objectives include developing a long term strategic plan by May 2000 and continuing to seek industry input and consultation.

Communications

A Communications Committee is also in place to keep industry informed about activities under way by the Tourism Partnership Council.

Members

- Chair, Peggy Anderson, Kidston Landing
- Marsha Andrews, Department of Tourism & Culture
- Eric Mullen, Canadvac Travel Services Ltd.
- David Miller, McDonald's Restaurants
- David Oxner, Department of Tourism & Culture
- Raymond Tudor, Brier Island Lodge and Restaurant
- Angela Poirier, Ex-officio, Department of Tourism & Culture

1999 Achievements

- Developed a Communications Plan designed to keep stakeholders informed about provincial programs and services as well as increase awareness and understanding of the importance of tourism to the economy of Nova Scotia and the opportunities and challenges that exist for the industry.

- Developed a council web site (www.nstpc.com) to help operators gain more insight and information on council programs. The site also has on line conference ability, which enables industry to post messages and others to respond.

- Oversaw the development of a comprehensive tourism stakeholder database and ensure its continual update.

- Conducted media relations, including issuing news releases and responding to inquiries

The Committee is continuing to build on communications priorities identified in the plan and will work to get industry operators the information they need when they need it.

"Communications has long been a challenge for the tourism industry. We are continually working to address this challenge."
Peggy Anderson, Kidston Landing

Executive Committee

An Executive Committee helps to manage the work load and keeps the council on track. The group organizes reporting information, brings recommendations forward and oversees internal and external communications. Because of the council's relationship with government, we have also been called on to make recommendations on broader issues that affect the industry.

The executive committee is made up of members appointed by the council, with the chair of the council at the helm. Executive directors of both the Marketing and Tourism Nova Scotia divisions of the Department of Tourism and Culture are also standing members.

"Together, we've been able to solve a number of long-standing issues for the benefit of both industry and government."
David Oxner, Executive Director, Department of Tourism & Culture

1999 accomplishments

- Development of the *Operating Guidelines for the Council*, including operating goals, powers and duties, composition, voting methods, relationships to stakeholders and financial responsibility.

- Coordinated consensus on the issue of rating systems used in the Nova Scotia Doers and Dreamers Guide, with representatives from the fixed-roof accommodations sector giving support that Canada Select remain the official provincial rating system for accommodations.

- Facilitated discussions regarding proposed Tourism Accommodations Act definition changes that specifically create a new category of accommodations "Bed & Breakfast Inns". A sub-committee was formed by the Product Development Committee in response to a request by tourism industry operators to provide an opinion to the Department. The committee submitted a copy of their report to the Council and the Council have now forwarded the report to the government.

- With consultation, developed a recommendation for a policy to improve the timely reporting of accommodation occupancy statistics to facilitate timely statistical reporting. The policy includes penalties for operators who fail to submit statistics in a timely manner.

- Improved relationships with industry associations as well as the Atlantic Canada Tourism Partnership and the Canadian Tourism Commission through participation in meetings, seeking input and initiating ongoing communication activities. Instituted a support program to ensure Nova Scotia participation on key CTC committees.

- Future activities will focus on seeking more input and hosting more industry consultations; completing product development; promoting inclusion and increasing membership in all committees; encouraging and building stronger partnerships and development of policies in areas such as:
  - improved competitiveness of the industry
  - infrastructure development including financing options
  - quality/standards

2000 Priorities

Marketing Plan

The Tourism Partnership Council is ready to build on the success of 1999, with an aggressive new 2000 Marketing Plan that aims for 6.5 per cent year-over-year growth in overall tourism revenue as well as a 5 per cent increase in overall visitation.

"Our industry has never been stronger, with this year's performance earning us a position as leaders in Canada." Eric Mullen, President, TIANS

We'll achieve our objectives by extending the season and expanding into new markets; by growing select niche marks and promoting mega-events. We're also taking Canada's Seacoast to the world using the Internet and a strong and integrated marketing plan.

A Marketing Plan Task Force was put in place to develop the marketing plan for the year 2000. Members include:

- Co-chair, Ella McQuinn, McQuinn & Co. Marketing
- Co-chair, John Somers, Department of Tourism & Culture
- Lisa Bugden, Sheraton Casinos
- Doug Fawthrop, White Point Beach Resort
- Jim Laceby, Blomidon Inn
- Elizabeth MacDonald, Parks Canada
- Brian Rodney, Best Western Mermaid & Capri Motels and Captain Kelley's Restaurant

2000 Plan Highlights

- Our strategy for 2000 will target consumers in Atlantic Canada (including Nova Scotia), Quebec, Ontario, New England, the Mid-Atlantic States and Europe. There will also be some activity in Western Canada, the South Atlantic and Mid Western states. Here's a look at activity highlights by market:

    - In Atlantic Canada, we'll strengthen our position as Atlantic Canada's "Sure Best" vacation destination. We'll prove it with a full range of activities, sights and scenic experiences. We'll have strong TV advertising and aggressive direct marketing, including the very successful Spring, Summer and Fall Vacation Idea books. We'll start earlier and explore special promotions.

- In Ontario, we're positioned as Canada's Seacoast. We'll expand our direct marketing campaign outside of the greater Toronto area. We'll make the most of our partnerships with Entreprise Cape Breton Corporation (ECBC), Bay Ferries, Royal Airlines and Canada 3000. Our fam tour and editorial program, along with trade show participation will strengthen our position in this key market.

- In New England, we're going to expand our reach into Maine with an integrated campaign focussed around our direct marketing and supported by our editorial program and fam efforts. We'll use advertising with impact in leading publications. There will be TV in Boston with Prince of Fundy Cruises. A strong sales effort with also take place with a six-city visit in March. We'll also work with New Brunswick to promote the Bay of Fundy in the South-Atlantic states.

- In Quebec, there's going to be more print advertising, larger direct marketing programs, expanded French language materials, strong editorial support and a presence at consumer shows like the Summer Holiday Show. We're aiming to be an important choice for Quebecers searching for a seacoast vacation in Canada.

- In Europe, we're directing our activities to the UK, Germany, Scandinavia and Iceland. Our strategy is based on making the most of alliances, like the ones we've made with our air accord partners: Icelandair, Canada 3000 and Air Canada. In 2000, Nova Scotia has dedicated sales agents in England and Germany. We'll enhance our website and our French and German literature. And our advertising will continue to appear under CTC and ACTP umbrellas.

- We'll focus additional activities on select niche markets, including outdoor and nature, golf, meetings, conventions and incentive travel as well as group travel and cruise.

- Our golf product has grown exponentially in the last few years and Nova Scotia is now a premier golfing destinations. We'll advertise in golf magazines and attend trade shows. We've formed a partnership with Golf Nova Scotia and Golf Atlantic and we'll promote golf as a key spring and fall activity. There will also be a Golf Travel Guide.

"Nova Scotia's golf product is getting more publicity, which is reflected in Highland Links being ranked 57th in the world in Golf Magazine's *Top 100 courses in the world. Nova Scotia's golf product is perfectly set in the destination in the sense that it reflects very well the character of the province."*
Greg Midland, associate editor/travel, Golf Magazine

- We'll reinforce our outdoor and nature strengths in a new guide featuring new day adventures. We'll participate in the National Great Outdoors show and pursue an enhanced partnership with the Nova Scotia Adventure Tourism Association.

- Nova Scotia's wealth of hotels, meeting and convention facilities and other urban amenities is the strength of our Meeting and Convention program. Primary awareness will be created through travel trade advertising And through participation at important North American shows and trade activities. The charge will be lead by the Greater Halifax Conventions and Meetings Bureau.

- Our Group Tour niche market includes profile at Atlantic Canada Showcase, the National Tour Association Annual Convention, the American Bus Association Marketplace and the Ontario Motorcoach Association Annual Conference.

- In 2000, we're gearing up to take full advantage of the Internet, adding online reservations, more electronic fulfillment in multiple languages, a co-op advertising component and integration with Check In's database.

- And we'll continue heavy use of direct mail as a way to generate inquiries and encourage visitation in key markets.

- We'll work closely with partners like the CTC and ACTP to get our message out. And our air accords with partners like Canada 3000 and Air Canada will continue to help draw visitors to our province.

- We're going to encourage visitors to stay longer with our in-province point-of-sale program in strategic locations throughout the province.

- Our literature plan for 2000 is more comprehensive than ever before. We'll produce 750,000 copies of the Doers and Dreamers Guide and we'll expand the run of the French Travel Guide to 70,000.

- When it comes to extending the season, we'll undertake additional activities in Atlantic Canada, with some new initiatives in Ontario and Maine.

"Our efforts to extend the season have been working and more initiatives are underway for 2000." Brian Rodney, Best Western Mermaid

- And we'll integrate mega-events and millennium programming to maximize opportunities associated with these events.

- We're also further developing our positioning in order to meet the needs and expectations of potential visitors in each of our markets.

Research

- Work is also underway to prepare for a 2000 Visitor Exit Survey. Exit surveys provide vital information for product development and market planning/decision making. Key information essential to the accurate measurement of tourism industry activity in Nova Scotia is also obtained. Detailed expenditure data collected through the exit survey is a key input into the Nova Scotia Tourism Economic Impact Model (TEIM). TEIM estimates the value of the tourism industry in Nova Scotia, expenditures by sector and the resulting economic impacts. The impact model also estimates year-round visitor volumes and expenditures by a number of parameters -mode of transportation, trip purpose and visitor origin. The model has also been designed to accommodate special analyses for marketing programs, festival/special events and tourism development activities.

Who are we — a brief overview

In 1996, there was a genuine commitment to rethinking how government and industry worked together to strengthen the Nova Scotia tourism industry. This acknowledgement coincided with the conclusion of an extensive consultation led by a partnership of Voluntary Planning, Tourism Industry Association of Nova Scotia (TIANS), Atlantic Canada Opportunities Agency (ACOA) and the Nova Scotia Department of Economic Development and Tourism. This resulted in the *Tourism Strategy for Nova Scotia.*

- This strategy identifies seven goals for the tourism sector, namely:
  - To have the right products for the right markets
  - To provide customers with quality experiences of good value
  - To market our products effectively
  - To develop effective leadership and partnerships among industry stakeholders
  - To foster a supportive business environment and an entrepreneurial, customer-oriented business culture within the tourism sector
  - To improve transportation access from key markets and to enhance transportation infrastructure within the province, and
  - To nurture and protect our tourism assets.

- The industry, led by people who worked on the strategy and the Tourism Industry Association of Nova Scotia approached government about reformulating how we work together. Ultimately, there was a recognized need for joint decision-making in critical areas affecting the industry's bottom line.

- Following consultation, a new partnership was formed, resulting in the Tourism Partnership Council, whose overall mission is to work cooperatively to bring more visitors into Nova Scotia and increase the amount of money those visitors spend.

- The partnership has 16 members drawn from across the province. Seven were chosen to create a geographic balance; seven more were selected provincially; and two members represent government. All were appointed for a two-year period (effective May 1998) from a list of applicants obtained through a public call and based on recommendations from an industry-led selection committee.

- The partnership's mandate is to direct the planning and delivery of provincial tourism marketing and product development programs. In doing so, the partnership enables industry and government to share decisions, responsibilities and resources. Ultimately, a new partnership has meant:
  - true industry participation in the decision making process; and
  - a better integration of government-industry programs that reflects industry priorities and create greater effectiveness.

- Funding for the council's activities is supplied through provincial sources already dedicated to tourism as well as by private sector contributions through investment in marketing partnerships. The council is staffed with existing employees at Tourism and Culture. One person performs secretariat functions, with additional support for council committees provided by the staff of the Tourism and Marketing Divisions of the Department of Tourism and Culture.

- The Department of Tourism and Culture now undertakes initiatives based on the **Council's vision, which is to realize Nova Scotia's tourism potential as a world-class four-season destination for the benefit of all Nova Scotians.**

Moving forward

- The Tourism Partnership Council was developed as a two-year pilot. As we approach the end of the second year, we've been working with our government partner to consider how we move forward.

- In discussions with the Minister of Tourism and Culture, we will undertake a series of consultations with stakeholders on the future of the Council, including its structure, mandate, membership and priorities. We will also be distributing a questionnaire that will seek feedback on the best approach to serve both industry and government interests.

Tourism Partnership Council Members

- **Chair Doug Fawthrop,** managing director, White Point Beach Resort, Liverpool; past president, South Shore Tourism Association (SSTA); chair, Canada Select Nova Scotia; member, Air Accord Working Committee; director, CAA Maritimes
- **Vice-chair Paul Stackhouse,** general manager, Holiday Inn Harbourview, Dartmouth; chair, Tourism Strategy Implementation Team; president, Hotel Association of Nova Scotia (HANS); vice president, Tourism Industry Association of Nova Scotia (TIANS)
- **Peggy Anderson**, owner of Kidston Landing, Baddeck; past board member, Canadian Tourism Commission; past president TIANS.
- **Victor Ferreira,** regional vice president, operations, Maritimes and general manager, Delta Halifax; member HANS and the Greater Halifax Conventions and Meetings Bureau.
- **Bill Hay,** owner, Mastodon Ridge and Showcase Nova Scotia, Stewiacke; president, Central Nova Tourist Association (CNTA), and board member of TIANS.
- **Lou Leith,** branch manager, Budget Car and Truck Rental, Sydney; executive committee member and chair of the Membership Council, Tourism Cape Breton.
- **Michele McKenzie**, executive director, Marketing Division, Department of Tourism & Culture.
- **Ella McQuinn,** principal, McQuinn & Company Marketing.
- **David Miller,** owner, McDonald's Restaurants in Antigonish and Port Hawkesbury; member, Planning Advisory Committee for the Town of Antigonish and Tourism Sector of Voluntary Planning.
- **Eric Mullen,** managing director, Canadvac Travel Services Ltd.; president of TIANS; private sector representative on the Atlantic Canada Tourism Partnership, Tourism Programs Committee; member, Air Accord Working Committee.
- **David Oxner,** executive director, Tourism Nova Scotia, Department of Tourism and Culture
- **Brian Rodney,** owner, Best Western Mermaid Motel, Capri Motel of Yarmouth and Captain Kelley's Restaurant, Lounge & Pub; chair, Transportation Committee of the Yarmouth County Tourist Association (YCTA); past president of YCTA.
- **Raymond Tudor,** owner, Brier Island Lodge and Restaurant, Westport, Brier Island; member Yarmouth County Tourist Association, Evangeline Trail Tourist Association and TIANS.
- **Karl Webb,** co-owner, Havenside Bed and Breakfast, Hackett's Cove; senior vice-president, TIANS and chair of the TIANS Policy Committee; member SSTA and Nova Scotia Bed and Breakfast Association.

Marketing Division
Tourism & Culture
Michele McKenzie, Executive Director
Dianne Kean, Admin/Budget Coordinator
Regional Marketing
Pat Lynch, Manager
Nancy MacIsaac, Senior Marketing Officer
Autumn Heinz, Marketing Assistant
Cathy Kalil, Coordinator for the Millennium Secretariat
Trade Promotions
Rick Young, Manager
Carol Longard, Administrative Assistant, Regional Marketing & Trade Promotions
Sales Market Development
Minto Stewart, Director, Sales&Market Development
Marilyn Meade, Administrative Assistant
Michele Bourgeois, Marketing Officer
Kim Jardine, Sales Manager
Ron Comeau, Sales Manager
Cindy Wade, Market Officer
Creative Services
Marsha Andrews, Manager
Colleen Abdullah, Supervisor of Publications
Michelle Paradis, Production Assistant
Mary Lou Landry, Graphic Designer
Randy Brooks, Media&Marketing Development Officer
Lori Blackburn, Media Assistant
Linda Murphy, Account Executive
Wally Hayes, Photographer
Planning & Research
John Somers, Manager,
Joanne Hagen, Administrative Assistant, Planning&Research and Creative Services
David Jones, Research Officer
Vickie Siscoe, Direct&On-line Marketing Officer
Connie Chan, Clerk
Karen Matheson, Marketing Officer

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David MacKay, Manager, Accounting

Quality Services and Signature Resorts
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Loyus MacDow, Administrative Assistant
Lyn Miles, Quality Services Officer
Susan Jeffries, Sales Manager, Resorts
Kendra Decoste, Quality Services Officer
Sheila Deveaux, Quality Services Officer
Ronald van der Wegeen, Canada Select
Maria Wong, Canada Select
Nova Scotia Signature Resorts
Rene LeBlanc, The Pines, General Manager
Ian Green, Keltic Lodge, General Manager
Rick Draper,Liscombe Lodge,General Manager
Tourism Development
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David Ross, Acting Manager
Jennifer Halliwell, Administrative Assistant
Bob Book, Tourism Development Officer
Darlene MacDonald, Tourism Development Officer
Bill English, Tourism Development Officer -Cape Breton
Joe Cottreau, Director, Community Relations
Enquiries and Research
Robert Boyd, Manager of Enquiries and Research
Karen McNutt, Research Analyst
Joe Nearing, Research Analyst (casual)
Donna Harrity-Moir, Tourism Research Enquiries
Stephen Coyle, Senior Research Analyst
Jim Falconer, Data Entry Clerk
Steven Hayes, Audio Visual Technician
Brian Marriott, Distribution Supervisor
Philip Snair, Distribution Stores Clerk
Visitor Information Services
Sharon Martin, Manager
Cary Murray, Retail Sales Coordinator
Leslie Johnson, Administrative Assistant
Lisa MacIsaac, Visitor Information Officer
Heather Sancton, Field Services
Sadie Thomas-Frye,Supervisor, Portland IVIC
Airport Visitor Information Centre
Odette Jackson,Senior Travel Counsellor
Therese James, Senior Travel Counsellor
Janette Wallace, Senior Travel Counsellor
Tania Sampson, Travel Counsellor
Halifax Downtown (The Red Store)
Allan Doyle, Senior Travel Counsellor
International Visitor Centre
Terrilynn Andrew, Supervisor
Bruce Sutherland, Senior Travel Counsellor

Publications

The following is a list publications which may be of interest to the tourism industry.

- 1999 Marketing Plan Video - New Heights for the New Millennium
- Video on the "CAT" promotion in Boston in May 1999
- Tourism Partnership Council 1999 Annual Report
- 2000 Partnership Opportunities Book
- 2000 Marketing Plan Video
- Tourism Business Development Guides
- Fax Flash (bi-monthly)
- Tourism Insights (monthly)

For information on receiving any of these publications, please visit the Tourism Partnership Council web site:

www.nstpc.com

Contacting the Council

For more information on the Nova Scotia Tourism Partnership Council, contact:

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